

DEPARTMENT OF THE ARMY
HEADQUARTERS III CORPS AND FORT HOOD
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PHANTOM SIX COMMAND POLICY



NUMBER
G1-SAFE-01

AFZF-GA-SAFE

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: III Corps Command Risk Management and Accident Prevention Program

1. APPLICABILITY. This policy applies to personnel assigned to or under the operational control of III Corps.

2. POLICY.

a. General.

(1) Successful Risk Management and Accident Prevention Programs require strong leadership. Our responsibility as leaders, down to and most importantly our first-line leaders, is to safeguard the personnel and equipment entrusted to our stewardship. We cannot be risk adverse or view preventable accidents as the cost of doing business.

(a) Recent statistics reflect that the Army's accident rates have increased sharply over the last four years. Analysis of these accidents at the Department of the Army (DA) level shows that disturbing trends are emerging, indicating certain critical standards are not understood or are not being enforced.

(b) To combat this adverse trend, leaders at every level must institutionalize Risk Management principles and ensure that they become an integral part of all operations and training. Applied leadership, along with enforced discipline and standards will ensure the preservation of our valuable resources and instill accountability which are both vital if we are to successfully support joint operations in the Global War on Terrorism and beyond.

(2) To foster a robust command involvement in our ground and aviation accident prevention efforts, we will re-energize and convene quarterly command safety councils, beginning with the fourth quarter, fiscal year 2005 (FY 05). The Commanding General chairs the Corps Safety Council. Attendees will be the Deputy Commanding General, Chief of Staff, Command Sergeant Major (CSM), III Corps major subordinate command Commanders/CSMs, and Garrison Commander/CSM. Additionally, Brigade and


Battalion Commanders/CSMs having aviation assets are invited. Other attendees are the III Corps G3, G4, Surgeon, Inspector General, the Garrison Director of Plans, Training, and Security, Director of Aviation Operations, and Provost Marshal. Commands not located on Fort Hood will participate via video teleconference (VTC). The G1 has proponentcy for Corps Safety Council meetings.

b. Concept/Programs. Commanders at all levels will establish their own clearly defined Command Risk Management and Accident Prevention Programs in writing that outline comprehensive ground and aviation (as applicable) accident prevention initiatives designed to reduce accidents, enhance readiness, and improve the well-being of our Soldiers and civilians. Supporting plans will focus efforts on reducing accidents in the three key areas that comprised 97% of all Army accidents and fatalities: (1) Vehicular (tactical, combat, and privately owned); (2) Personal injuries; and (3) Aviation. Enclosure 1 outlines requirements to help leaders ensure a successful command safety program. Specific aviation accident prevention guidance is addressed in enclosure 2.

3. Composite risk management and safety are force multipliers and apply to all areas of our business. Successful risk management and accident prevention programs demand vigilant leadership and discipline. Preventing the loss of a single III Corps team member is one of our top priorities. Mission success is measured with zero accidental fatalities.

4. EXPIRATION. This Command Policy Memorandum will remain in effect until superseded or rescinded. This Command Policy Memorandum supercedes Fort Hood Command Risk Management and Accident Prevention Policy, dated 21 September 2004, and the III Corps Command Safety Policy, dated 15 April 2003.

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THOMAS F. METZ
Lieutenant General, USA
Commanding

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Effective Safety Program Elements

1. Effective programs are those that attack the leading factors and indicators that contribute to accidents and fatalities. Goals must establish specific and measurable objectives within new and existing programs, implement timelines for completion, and increase accountability. These programs must be consistent with the “Be Safe! Army Safety Campaign Plan” that can be found at the US Army Combat Readiness Center’s (CRC) (formerly US Army Safety Center) web site <https://crc.army.mil/home/>.

2. Commanders and leaders must make their Soldiers aware of the existence of the Army’s Plan and convey to all Soldiers the Plan’s main tenets which are: leaders take aggressive safety actions, target specific areas of risk, hold leaders and Soldiers accountable, and establish a clear and consistent message. Caring leaders can make this happen. First-line leaders especially must be held accountable for ensuring that a safe environment for their Soldiers exists by continuously evaluating whether standards and expectations are known, understood and enforced. Address your Risk Management and Accident Prevention Policy in the quarterly/semiannual training briefs and include safety goals in the commander’s quarterly training guidance.

3. Bridging the Experience Gap. First-line leaders work closely on a daily basis with an at-risk population group of Soldiers that consistently make up the largest percentage of all accidental fatalities within the Army. Junior leaders have the unique opportunity to positively affect Soldiers’ behavior because of the daily contact that leaders have with their Soldiers. However, our first-line leaders are also the least experienced and trained leaders. This is due to their relatively short time on task as leaders and corresponding lower experience level. For that reason, commanders and senior leaders owe it to their first-line leaders to provide them the right tools to effectively bridge the experience gap. Some tools available are found at the CRC web site <https://crc.army.mil/home/>. There, leaders can research web-based databases for accident lessons learned from on- and off-duty ground accidents and aviation mishaps. Additionally, the CRC web site contains a myriad of other risk management and accident prevention resources such as the Privately Owned Vehicle (POV) Tool Box, the Commanders Safety Course, safety briefings, shared best practices, and links to audiovisual items. Periodicals such as the Army’s Countermeasure and Flightfax also provide accident lessons learned and countermeasures for your leaders.

4. Composite Risk Management and Risk Acceptance. To better protect our Soldiers and operations from both tactical and accidental losses, the Army recently developed the Composite Risk Management (CRM) process. It builds upon the standard risk management process by including combat and other threats with accidental hazards into one package. This enhances combat power by enabling leaders and individuals to identify risks in all endeavors that could cause injury, death, or other loss. Additional information regarding the CRM process is found at <https://crc.army.mil/home/>.

a. Major Subordinate Commanders will issue written guidance on the levels of risk that subordinates are authorized to accept: low, moderate, high, or extremely high (see AR 385-10 for risk definitions). Extremely High-Risk mission acceptance levels will not be delegated below the first General Officer in the chain of command.

b. Leaders must be proficient with the Army's doctrinal five-step Safety Risk Management process outlined in FM 100-14, Risk Management, and ensure that Risk Management and Accident Prevention Programs are keyed to effectively support the Army's Safety Campaign Plan that can be found at <https://crc.army.mil/home/>. Conduct composite risk assessments routinely for all air and ground training events and operations (as applicable), to include long weekends and holidays, and even for social events such as unit organization days.

c. Prior to Soldiers going on leave, pass, temporary duty (TDY), or permanent change of station (PCS) in a POV, leaders must ensure that Soldiers complete the automated risk assessment found at the CRC web site under "Tools" which links you to the Army Safety Management Information System 1 (ASMIS1) Risk Assessment Tool.

5. Training.

a. Train personnel to standard and take immediate, decisive action when standards are violated. High OPTEMPO and PERSTEMPO are challenges we face and must not be excuses for shortcuts that sidestep standards or valuable risk controls.

b. As directed by the Chief of Staff of the Army (CSA), prior to assuming command, brigade, battalion, and company commanders must complete the Army's Commander's Safety Course (CSC). Brigade and battalion level designees will automatically be enrolled in the course through the Army Training Requirements and Resources System (ATRRS). Brigade commanders will certify that their company level designees have successfully completed CSC prior to assignment as company commanders. Additionally, the Army Safety Campaign Plan directs that additional duty safety officers/NCOs must complete the course within 30 days of receipt of their additional duty assignment orders. Company commanders and additional duty safety officers/NCOs can register for the CSC at https://www.aimsrdl.atssc.army.mil/secured/accp_top.htm.

c. Additional duty safety personnel must complete a training course within 45 days of assignment that prepares them for their safety duties of assisting the commander managing the unit's safety programs. Such training courses must also include installation specific safety requirements.

6. Continuous Assessment. In order to operate in a safe environment, leaders must perform continual assessments of current and future operations and validate/adjust supporting plans as necessary. They must also effectively coach the principles of composite risk management and ensure that standards are known and enforced in order for their Soldiers to be able to also conduct continuous assessments. Raising a Soldiers' awareness of personal risk and encouraging aggressive action to identify and eliminate unsafe conditions is imperative and positively enhances safety. Encourage Soldiers to take responsibility for their actions to care for their own and other's well being. This will enhance a Soldier's self worth. A successful Risk Management and Accident Prevention program must embrace these principles throughout the chain of command and particularly at the first-line leader level.

7. Privately Owned Vehicle Accident Prevention. The cornerstone of POV accident prevention is the Army's Six-Point POV Safety Program and the CRC's POV Toolbox (<https://crc.army.mil/home/>).

a. Privately Owned Vehicle accident prevention programs must contain provisions designed to inform Soldiers and effectively train them on the prevention of the common contributing factors of POV accidents and injuries. These factors are excessive speed, fatigue, alcohol, and failure to use seatbelts. Leaders must especially engage POV accident prevention techniques immediately after returning from lengthy deployments in order to get Soldiers back in the right mind set to safely operate POVs.

b. As a minimum, all military personnel 26 years of age and younger who possess a driver's license for a POV must attend an approved driver improvement course that is designed to establish and reinforce a positive attitude toward driving (DODI 6055.4/AR 385-55). Prior to being licensed on military vehicles, Soldiers and civilians, regardless of age, must attend an approved driver improvement course. The course must be a four-hour course at a minimum, such as the National Safety Council's Defensive Driving Course (DDC) that is taught at many installations.

8. Motorcycle Accident Prevention. Commanders and leaders must thoroughly understand and continue to enforce the long standing motorcycle safety requirements outlined in DODI 6055.4, DOD Traffic Safety Program and AR 385-55, Prevention of Motor Vehicle Accidents. This is especially critical based on the fact that many redeploying Soldiers are purchasing motorcycles, some for the first time.

a. The training standard is the Motorcycle Safety Foundation (MSF) or MSF-based state approved curriculum. Successful completion of prescribed motorcycle safety training is mandatory for all Soldiers operating motorcycles on- or off-post, on- or off-duty, regardless of whether the motorcycle is registered on post. Proof of successful completion of prescribed motorcycle safety training is mandatory prior to completing motorcycle registration on an installation. Installations can temporarily register motorcyclists until prescribed motorcycle safety training is completed. Soldiers must be in possession of their MSF card when they ride in order to verify completion of the training.

b. Required Personal Protective Equipment and Clothing (PPEC) to be worn by Soldiers on- and off-post: Department of Transportation (DOT) certified helmet, impact or shatter resistant goggles or full shield attached to the helmet, sturdy over-the-ankle footwear, long sleeved shirt or jacket, long trousers, full-fingered gloves or mittens designed for use on motorcycles, brightly colored outer upper garment during day and a retro-reflective upper garment (i.e., vest) during the night. Outer upper garment (vest) must be clearly visible and not covered by backpack or other obstructions. Operators must ensure that their passengers also comply with these PPEC requirements.

c. Rear view mirrors must be mounted on handle bars or fairing, and headlights must be turned on at all times.

d. Following the automated risk assessment that Soldiers are required to complete prior to going on leave or pass in a POV (see ASIMS POV Risk Assessment, paragraph 4c), Soldiers must forward the results of the assessment to their leaders to facilitate dialogue between the Soldier and their first-line leader.

e. Commanders and investigators should consider failure of meeting these requirements when making line of duty determinations.

f. Leaders must keep track of their Soldiers who ride motorcycles to ensure they are complying with the requirements above.

g. Gate checkpoint personnel/guards must enforce the requirements above.

9. Privately Owned Vehicle and Motorcycle – Undesirable Operator Behavior. Commanders have a number of options available to correct undesirable behavior when encountering poor or high risk drivers. The options include adverse administrative actions such as retraining, chapter discharge actions, line of duty-no determination, and court martial. When faced with a credible report of inappropriate driving, commanders must act immediately to hold Soldiers accountable. Ignoring undesirable behavior condones it and establishes new, lower standards. Commanders and leaders need to act before it's too late to take appropriate actions.

10. Accident Reporting. Accurate accident investigations and timely reports allow leaders to better focus on problems and the right solutions. To fully engage the leadership, the chain of command will brief the first general officer in the chain on facts and lessons learned from on- and off-duty fatality accidents. Further, deaths due to non-natural causes may selectively be briefed to the III Corps Commander. The Safety Office will publish lessons learned from on- and off-duty accidents in Red and Yellow Hash safety alert memos. Commanders will ensure that the Red and Yellow Hash memos are briefed to the entire command and placed on unit bulletin boards.

11. Awards. Augment the Army Safety Awards Program (AR 672-74, Army Accident Prevention Awards Program) with recognition at all levels for individuals and units for outstanding accident prevention efforts and acts.

III Corps Commander's Aviation Accident Prevention Program

1. This enclosure applies to aviation units and to transient aircrews conducting operations under the control of III Corps.
2. The safety and security of our aviation assets are among our top priorities. It requires leadership involvement at all levels to ensure that these provisions are met. Leaders at every level must continually review training standards, flight rules, and crew coordination efforts.
3. Our aviation missions involve operations that are challenging, and at times hazardous; therefore, leaders must be continuously vigilant in their efforts to abate potential hazards. Aviation accident prevention requires detailed planning, command supervision, and personal pride.
4. To foster a robust command involvement, aviation issues will be discussed during the Quarterly III Corps Safety Council [see paragraph 2a(2)]. Aviation attendees will include all major subordinate commanders who have aircraft in their commands, their Command Sergeants Major, and selected staff involved in aviation safety, operations, and standardization. Major subordinate commanders will also bring their subordinate aviation commanders to the council meetings. Non-III Corps aviation commanders who periodically conduct aircraft training under control of III Corps will also be invited.
5. Positive command emphasis on accident prevention must be unrelenting. Commanders, not lower than company, troop, or detachment levels, will approve all aviation ground and air operations and/or any subsequent changes, including all aircraft main engine starts. The unit commander's verbal approval or written approval of a daily or weekly flight schedule meets this requirement. The unit commander must approve any changes or additions by telephonic or other means.
6. Commanders will ensure an aggressive composite risk management program is in place and a thorough hazard analysis is accomplished for every aviation operation. Each identified risk will be reviewed and managed at the appropriate level.
7. Mission briefings must be accomplished for all aviation flight operations. Only pilots-in-command may serve as briefing officers. Commanders in the grade of O-5 and higher will select briefing officers based on their aviation experience. Selection will be in writing and limited to personnel qualified and current in the mission profiles they are to brief, and possessing the ability to quickly assess and apply risk mitigation techniques for the mission and aircrew. Once the briefing officer and the crew have mitigated the risk to the lowest level, the mission approval will be delegated to the appropriate approval authority, IAW unit SOP. Mission briefings may be accomplished by various means (i.e., in person, telephonic) provided all key elements are understood and recorded IAW AR 95-1. A risk assessment worksheet will be completed and maintained with the mission briefing form.
8. The Army Aviation community is a leader in the development of maintenance and training standards. Commanders at all levels will ensure that maintenance and training are accomplished to prescribed standards.